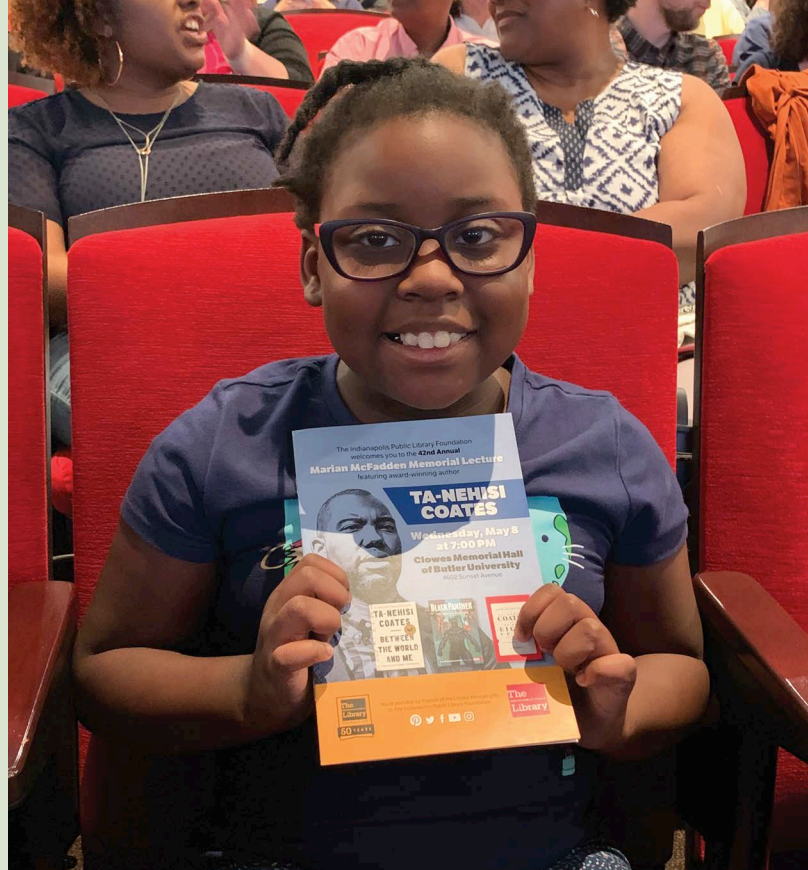




The
INDIANAPOLIS PUBLIC
Library
FOUNDATION

2021 - 2023
Strategic Plan



Our Vision

Empower The Indianapolis Public Library to be the center of knowledge, community life and innovation for Indianapolis through the community's generosity.

Our Mission

Partner with donors to enrich lives, foster lifelong learning and engage our diverse community through The Indianapolis Public Library.

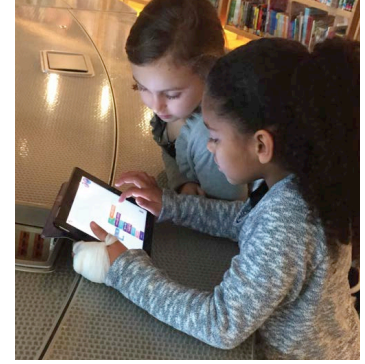
Our Values

Service: We achieve excellence in the service we provide to our donors, The Library and the community.

Innovation: We are forward-thinking, fostering an environment of creativity, while constantly seeking to learn, grow and improve.

Collaboration: We believe that partnerships are paramount, relationships are foundational and that trust and respect are earned through our integrity.

Diversity, Equity and Inclusion: We value all people and perspectives, and support opportunities for everyone to thrive.



Goals, Objectives and Tactics

Goal 1: Nurture a strong working relationship with The Library; align The Foundation's support with Library priorities.

Objective: Provide sustained support for Library initiatives.

- **Tactic:** By year-end 2023, increase ongoing, renewable support for children's initiatives by \$60,000. (2021 baseline = \$261,500 from fundraising and \$178,500 from endowments; \$440,000 total)
- **Tactic:** With The Library, develop and implement a plan to sustain the staff and program costs of the Center for Black Literature & Culture at Central Library once start-up funding ends in 2021. (Cost = \$118,000 in 2022 and \$120,500 in 2023)
- **Tactic:** Maintain ongoing, renewable support for other areas, such as initiatives to promote lifelong learning, cultural exploration, artistic creation and expression, community-building and technology skills. (2021 baseline = \$1,190,000)

Objective: Support special projects.

- **Tactic:** Partner with The Library and the Polis Center at Indiana University-Purdue University Indianapolis to raise an additional \$560,000 in start-up funds for the Digital Encyclopedia of Indianapolis by year-end 2023. (Amount raised to date = \$1.6 million)
- **Tactic:** Raise \$30,000/year for diversity, equity and inclusion training for Library staff in 2021, 2022 and 2023.

Objective: Provide excellent service to The Library.

- **Tactic:** Respond to additional high-priority funding needs The Library may identify.
- **Tactic:** Work with The Library to improve processes for prioritizing The Library's funding requests and stewarding donors' investments.

Goal 1 Key Performance Indicators

- *Reporting frequency:* Quarterly
 - Amount provided to The Library, dollar total and as a percentage of all spending.

Goal 2: Have a financial model that allows The Foundation to be more sustainable and growth-oriented, while continuing to provide the highest standards in donor stewardship.

Objective: By year-end 2023, increase ongoing, renewable unrestricted fundraising by \$95,000/year. (2020 baseline = \$296,500 from all donors, including \$180,700 from individuals.)

- Tactic: Build strong, long-term relationships with new and existing donors.

Objective: Reduce The Foundation's annual draw of unrestricted investments and endowments by \$145,000 by year-end 2023. (This amounts to a reduction from 8.8% to 7.2% over the three-year period.)

- Tactic: Build strong, long-term relationships with new and existing donors.
- Tactic: Support The Indy Library Store staff and volunteers as they work to restore annual sales to pre-pandemic levels (once safe to do so).

Objective: By year-end 2023, increase ongoing, renewable fundraising for children's programs by \$60,000/year. (2020 baseline = \$261,500 from all donors, including \$42,500 from individuals.)

- Tactic: Build strong, long-term relationships with new and existing donors.

Objective: By year-end 2023, have funding in place to sustain the Center for Black Literature & Culture.

- Tactic: Build strong, long-term relationships with new and existing donors.
- Tactic: Investigate the feasibility of establishing an endowment for the Center for Black Literature & Culture.

Objective: By year-end 2023, raise at least \$650,000 for special projects, including the Digital Encyclopedia of Indianapolis and diversity, equity and inclusion training for Library staff.

- Tactic: Approach corporate, foundation and major gift prospects. Provide excellent stewardship for gifts received.

Objective: Develop Circulate, our annual fundraising event.

- Tactic: Raise awareness of The Foundation's mission and impact as we build a high-profile event that attracts new volunteers, sponsors and guests who may become long-term supporters.
- Tactic: Raise unrestricted funds in a cost-effective manner (spend maximum of \$.50 to raise \$1).



Objective: Build The Foundation's endowment.

- Tactic: Investigate the feasibility of establishing an endowment for the Center for Black Literature & Culture.
- Tactic: In 2023, investigate the feasibility of an endowment campaign as a strategy to increase support for The Library and The Foundation.

Goal 2 Key Performance Indicators

- *Reporting frequency:* Annually
 - Ongoing, renewable support raised by constituency (corporations, foundations, governments, individuals and organizations)
 - One-time support raised by constituency
 - Percent draw from unrestricted investments and endowments
 - Change in unrestricted net assets



Goal 3: Develop and prioritize a culture that promotes personal growth, effectiveness and fulfillment for board members, volunteers and staff.

Objective: Strive to increase the racial and gender diversity on the board of directors as openings occur. Increase representation of people of color from 21% to 33% and males from 42% to 46% on the board of directors by year-end 2023.

- Tactic: As openings occur, develop and execute recruitment plans that intentionally reach under-represented communities.
- Tactic: Update institutional practices to help The Foundation attract and retain board members from under-represented communities.

Objective: Diversify staff and volunteers in under-represented areas.

- Tactic: In 2021, develop representation goals for the staff and volunteer groups.
- Tactic: As openings occur, develop and execute recruitment plans that intentionally reach under-represented communities.
- Tactic: Update institutional practices to help The Foundation attract and retain staff/volunteers from under-represented communities.

Objective: Foster an institutional culture of diversity, equity and inclusion.

- Tactic: Provide at least one annual education opportunity for board members, volunteers and staff.
- Tactic: Audit institutional policies and procedures through a diversity, equity and inclusion lens in 2022. Implement recommendations.

Objective: Maximize board member talent, experience and effectiveness in fundraising on behalf of The Library.

- Tactic: Recruit board members who can assist with fundraising.
- Tactic: Engage board members with The Library’s mission.
- Tactic: Increase training for board members about major Library initiatives supported by The Foundation.
- Tactic: Provide staff support to help board members develop and implement their individual fundraising plans.
- Tactic: Provide opportunities for board members to participate in fundraising (e.g., list reviews, practice sessions, etc.).
- Tactic: Celebrate board members’ fundraising accomplishments.

Objective: Ensure adequate resources for staffing.

- Tactic: Invest in professional development for all employees annually.
- Tactic: Investigate opportunities to improve benefits and work conditions annually.
- Tactic: Develop retention targets in 2021.
- Tactic: Identify and plan for additional staffing needs annually.
- Tactic: Update existing succession plans for executive and management positions annually.



Goal 3 Key Performance Indicators

- *Reporting frequency:* Annually
 - Diversity of board, volunteers and staff



indyplfoundation.org